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Personnel

COMMISSIONING EDUCATION PROGRAM

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This instruction implements AFPD 36-20, *Accession of Air Force Military Personnel*. It establishes the requirements and responsibilities of the offices and committees that comprise the Air Force Commissioning Education Program. This publication applies to the Air National Guard; it does not apply to the Air Force Reserve Command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123 (will convert to AFMAN 33-363), *Management of Records*, and disposed of in accordance with the Air Force Records Distribution Schedule (RDS) located at <https://afrims.amc.af.mil/>. Refer recommended changes and questions about this publication to HQ AF/A1D using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional's chain of command. Field activities must route all supplements and implementing guidance through HQ AF/A1D for coordination and approval prior to publishing.

SUMMARY OF CHANGES

This revision updates office symbols, changes the name Commissioning Education Committee (CEC) to the Commissioning Training and Education Committee (CTEC), outlines policy responsibility of overall Commissioning Education Program, deletes the requirement of a Commissioning Education Memorandum of Understanding (CEMU), and requires the establishment of inspection checklists. CTEC member responsibilities are fully outlined. This publication also lists the Air Force Institutional Competencies and corresponding Pre-Commissioning Learning Objectives.

1. Commissioning Education Program. Commissioning education and training conducted at the United States Air Force Academy, Air Force Reserve Officer Training Corps, Officer Training School and

the Air National Guard Academy of Military Science provide the basic and essential knowledge, skills and attitudes needed to ensure success for all new Air Force officers upon entry to commissioned service. The education, training and experiences provided at the accession sources are the foundation upon which the Air Force's lifelong continuum of learning is built.

2. Purpose of officer commissioning education and training. Develop and produce a leader of character with a warrior ethos and expeditionary mindset who is a culturally aware, motivated professional dedicated to serve the Nation and prepared to lead in the 21st century.

3. Roles and Responsibilities.

3.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR): Serves as an agent of the Secretary and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing commissioning education and training programs.

3.2. The Deputy Assistant Secretary for Force Management Integration (SAF/MRM): Responsible to SAF/MR for providing policy and program advise, and accomplishing strategic oversight of commissioning education and training programs.

3.3. The Deputy Chief of Staff for Manpower and Personnel (AF/A1): Primary HAF focal point for all activities related to commissioning education and training programs.

3.4. Director, Force Development (HQ AF/A1D) will:

3.4.1. Oversee management and synchronization of Air Force commissioning education and training program operation.

3.4.2. Validate commissioning sources' processes for screening officer candidates prior to commissioning.

3.5. Chief, Commissioning Programs Division (HQ AF/A1DO) will:

3.5.1. Develop policy and essential procedural guidance for commissioning education programs.

3.5.2. Integrate non-infrastructure aspects of the commissioning sources (education and training curricula, faculty and cadet issues, recruiting issues, etc.).

3.5.3. Provide oversight of the commissioning sources' commissioning suitability processes prior to tendering student appointments as officers in the Air Force.

3.5.4. Chair the Commissioning Training and Education Committee (CTEC) to specifically address the integration of commissioning training and education among all Air Force commissioning sources. CTEC membership includes:

3.5.4.1. Commissioning Programs Division (HQ AF/A1DO).

3.5.4.2. Airman Development Division (HQ AF/A1DD).

3.5.4.3. Air University, Office of Academic Affairs (HQ AU/CFA).

3.5.4.4. Air Force Officer Accession and Training Schools (HQ AFOATS).

3.5.4.5. United States Air Force Academy (USafa).

3.5.4.6. Air National Guard, Academy of Military Science (AMS).

3.5.4.7. Squadron Officer College (SOC).

3.5.5. Serve as the commissioning sources' curriculum gatekeeper. Coordinate with the Air Staff's affected directorates for review and final determination upon receipt of a Commissioning Source's analysis of an outside agency's request to add curriculum topics unrelated to maintenance of USAFA accreditation.

3.5.6. In coordination with AFOATS/CR, USAFA representative, and Commander, Air National Guard Training and Education Center (TEC/CC), establishes CTEC meeting date and host location for conferences. Host locations will rotate amongst the three institutions and Washington D.C. Host will handle conference logistics and announcements to CTEC members. Meetings will be held on an as-needed basis but no less than once annually.

3.6. Chief, Airman Development Division (HQ AF/A1DD) will:

3.6.1. Provide CTEC representation to ensure commissioning education supports Air Force development goals, objectives, and competency requirements.

3.6.2. Coordinate on Commissioning Sources' initiatives received from AF/A1DO to ensure changes to commissioning education curriculum are consistent, practical, and feasible within current Air Force guidance.

3.7. National Guard Bureau (Air Force), Director, Manpower and Personnel (NGB/A1) will:

3.7.1. Ensure ANG initiatives are consistent with commissioning education within current Air Force guidance.

3.7.2. Coordinate Air National Guard instructions with HQ AF/A1DO prior to approval.

3.7.3. Develop functional guidance/checklists IAW AFI 90-201, *Inspector General Activities*, based on attachment 2 for higher headquarters use during compliance inspections.

3.8. United States Air Force Academy will:

3.8.1. Provide CTEC representation to ensure USAFA commissioning education and training supports Air Force development goals, objectives, and competency requirements.

3.8.2. Develop functional guidance/checklists IAW AFI 90-201, *Inspector General Activities*, based on attachment 2 for use by higher headquarters during compliance inspections.

3.8.3. In coordination with HQ AF/A1DO, and on a rotational basis, host CTEC conferences for members to coordinate on commissioning education and training issues.

3.8.4. Staff outside agencies' requests to insert teaching material/lessons unrelated to maintenance of university accreditation into the commissioning education curriculum to HQ AF/A1DO.

3.8.4.1. Provide curriculum review to include analysis of similar course data being taught, time requirements, impact on overall course curriculum, and cost in terms of both manpower and dollars.

3.9. Air University, Office of Academic Affairs (HQ AU/CFA) will:

3.9.1. Provide CTEC representation to ensure AFOATS commissioning education supports Air Force development goals, objectives, and competency requirements.

3.9.2. Provide CTEC representation from the Squadron Officer College (SOC), ensuring the commissioning sources' curriculum is synchronized with SOC's curriculum IAW the Continuum of Learning.

3.10. Air Force Officer Accession and Training Schools, Director of Curriculum Division (AFOATS/CR) will:

3.10.1. In coordination with HQ AF/A1DO, and on a rotational basis, host CTEC conferences for members to coordinate on commissioning education and training issues.

3.10.2. Staff outside agencies' requests to insert teaching material/lessons into the commissioning education curriculum via HQ AU/CF to HQ AF/A1DO.

3.10.2.1. Provide curriculum review to include analysis of similar course data being taught, time requirements, impact on overall course curriculum, and cost in terms of both manpower and dollars.

3.10.3. Through coordination with HQ AETC, develop functional guidance/checklists IAW AFI 90-201, *Inspector General Activities*, based on attachment 2 for higher headquarters use during compliance inspections.

3.11. Commander, Air National Guard Training and Education Center (TEC/CC) will:

3.11.1. Provide CTEC representation to ensure the Academy of Military Science's commissioning education supports Air Force development goals, objectives, and competency requirements.

3.11.2. Develop functional guidance/checklists IAW AFI 90-201, *Inspector General Activities*, based on attachment 2 for higher headquarters use during compliance inspections.

3.11.3. In coordination with HQ AF/A1DO, and on a rotational basis, host CTEC conferences for members to coordinate on commissioning education and training issues.

3.11.4. Staff outside agencies' requests to insert teaching material/lessons into the commissioning education curriculum to AF/A1DO.

3.11.4.1. Provide curriculum review to include analysis of similar course data being taught, time requirements, impact on overall course curriculum, and cost in terms of both manpower and dollars.

3.12. Squadron Officer College, Director of Education and Curriculum (SOC/DE) will:

3.12.1. Represent SOC at CTEC meetings on issues affecting SOC schools and in particular the Air and Space Basic Course (ASBC).

3.12.2. Use information in [Attachment 2](#), Commissioning Sources Core Competencies Learning Objectives, as a consideration in establishing related learning outcomes for ASBC.

3.12.3. Provide ASBC curriculum review and other information as needed to meetings of the CTEC to reduce unwanted curriculum redundancy between commissioning programs and the ASBC.

4. Commissioning Training and Education Committee (CTEC): Recommends Air Force commissioning education and training policy and program changes to HQ AF/A1D.

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DCS, Manpower and Personnel

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 36-20, *Accession of Air Force Military Personnel*

AFI 90-201, *Inspector General Activities*

Air Force Doctrine Document 1-1, *Leadership and Force Development*, 1 Mar 2006

DoD Directive 5500.7-R, "Joint Ethics Regulation," 30 Aug 1993

General John Jumper, former Chief of Staff United States Air Force, *CSAF Sight Picture*, June 04

Enclosure E Appendix B and Annex A CJCSI 1800.01C, Officer Professional Military Education Policy, 22 Dec 2005

Abbreviations and Acronyms

AFOATS—Air Force Officer Accession and Training Schools

AMS—Academy of Military Science (Air National Guard)

ANG—Air National Guard

ASBC—Air and Space Basic Course

CEC—Commissioning Education Committee

CEMU—Commissioning Education Memorandum of Understanding

COMMISSIONING SOURCES—United States Air Force Academy, Air Force Reserve Officer Training Corps, Officer Training School, and the Academy of Military Science

CTEC—Commissioning Training and Education Committee

LOAC—Law of Armed Conflict

SOC—Squadron Officer College

TEC—Training and Education Center

USAFA—United States Air Force Academy

Terms

Commissioning Education Program—A program that consists of education and training conducted in the Air Force commissioning sources that provide the basic and essential knowledge, skills, and attitudes needed to provide a common foundation of competencies for all newly commissioned Air Force officers.

Culturally Aware—To have respect for social diversity, organizational dynamics, joint perspective and global differences.

Expeditionary Mindset—Expectation that every Airman must be prepared to support military operations, whether deployed or at home station.

Leader of Character—One who has internalized the Air Force's core values, lives by a high moral code, treats others with mutual respect and demonstrates a strong sense of ethics.

Leadership in the 21st Century—Demonstrating the leadership fundamentals and skills necessary to accomplish the mission and effect positive change at the tactical level.

Motivated Professional—One who possesses a foundation of knowledge and a commitment to mastering technical skills and a proactive, enthusiastic approach to everyday activities.

Serve the Nation—Support the tenets and values contained in the US Constitution while understanding an officer's role and responsibilities.

Warrior Ethos—Embodiment of the warrior spirit: tough mindedness, tireless motivation, an unceasing vigilance, a willingness to sacrifice one's life for the country, if necessary, and a commitment to be the world's premier air, space and cyberspace force.

Attachment 2

COMMISSIONING SOURCES CORE COMPETENCIES LEARNING OBJECTIVES

A2.1. Air Force Competency – Embodies Air Force Culture (Personal)

A2.1.1. Sub-competency – Ethical Leadership: Promotes Air Force Core Values (Integrity first, Service before self, Excellence in all we do) through goals, actions, and referent behaviors. Develops trust and commitment through words and actions. Accountable for areas of responsibility, operations of unit, and personal actions. Maintains checks and balances on self and others.

A2.1.1.1. Learning Objectives.

A2.1.1.1.1. Comprehend the Air Force's core values of integrity, service before self, and excellence in their daily lives.

A2.1.1.1.2. Comprehend the basic concepts of leadership.

A2.1.1.1.3. Comprehend the relationship of the core values to human relations, equal opportunity, and the oath of office.

A2.1.1.1.4. Value the importance of acting with confidence, determination, and self-control in all they do.

A2.1.1.1.5. Value and apply personal and professional standards of loyalty.

A2.1.1.1.6. Value and apply personal and professional standards of character.

A2.1.1.1.7. Value and apply personal and professional standards of accountability.

A2.1.1.1.8. Comprehend the applicable elements of DoD Directive 5500.7-R, "Joint Ethics Regulation."

A2.1.1.1.9. Comprehend an officer's responsibility to manage their financial affairs in an appropriate manner.

A2.1.1.1.10. Comprehend professional and unprofessional relationships.

A2.1.2. Sub-competency – Followership: Comprehends and values the essential role of followership in mission accomplishment. Seeks command, guidance, and/or leadership while providing unbiased advice. Aligns priorities and actions toward chain of command guidance for mission accomplishment. Exercises flexibility and adapts quickly to alternating role as leader/follower; follower first, leader at times.

A2.1.2.1. Learning Objectives.

A2.1.2.1.1. Value the importance of loyalty to country, leaders, fellow Airmen, and institutions.

A2.1.2.1.2. Comprehend that good leaders must also be good followers.

A2.1.2.1.3. Apply effective followership behavior.

A2.1.3. Sub-competency – Warrior Ethos: Exhibits a hardiness of spirit despite physical and mental hardships – moral and physical courage. Continuously hones their skills to support the employment of military capabilities. Displays military/executive bearing, self-discipline and self-control.

A2.1.3.1. Learning Objectives.

- A2.1.3.1.1. Comprehend that the military is a profession of arms.
- A2.1.3.1.2. Value and comprehend Air Force heritage, traditions, and sacrifice.
- A2.1.3.1.3. Value and comprehend the importance of personal, physical, and moral courage.
- A2.1.3.1.4. Comprehend the meaning of a military officer's Oath of Office and commission.
- A2.1.3.1.5. Comprehend an officer's roles and responsibilities.
- A2.1.3.1.6. Comprehend the Code of Conduct.
- A2.1.3.1.7. Value that our nation depends on us to dominate air, space, and cyberspace.
- A2.1.3.1.8. Value and comprehend a warfighting mindset.
- A2.1.3.1.9. Value and comprehend the concept of unlimited liability.
- A2.1.3.1.10. Know military customs and courtesies.
- A2.1.3.1.11. Value and apply basic drill procedures and movements and value the meaning of special ceremonies unique to the military.
- A2.1.3.1.12. Value and apply military dress and grooming standards.
- A2.1.3.1.13. Apply expeditionary operational skills as directed by higher headquarters.

A2.1.4. Sub-competency – Develops Self: Assesses self to identify strengths and developmental needs. Seeks and incorporates feedback on own performance; aware of personal impact on others. Continually increases breadth and depth of knowledge and skills; develops life-long learning habits.

A2.1.4.1. Learning Objectives.

- A2.1.4.1.1. Value the importance of life-long learning, including the Air Force Force Development construct.
- A2.1.4.1.2. Value and apply the importance of self-assessment.
- A2.1.4.1.3. Value and apply the importance of seeking and incorporating feedback.
- A2.1.4.1.4. Know how to access joint learning resources (Learning Area 2, Objective 4 CJCSI 1800.01C).
- A2.1.4.1.5. Value and apply Air Force physical standards and set a positive example for their subordinates.

A2.2. Air Force Competency – Communicating (Personal)

A2.2.1. Sub-competency – Speaking and Writing: Articulates ideas and intent in a clear, concise, and convincing manner through both verbal and written communication. Adjusts communication approach to unique operational environment and audience needs. Effectively creates communication bridges between units, organizations, and institutions.

A2.2.1.1. Learning Objectives.

- A2.2.1.1.1. Apply clear and concise verbal and written communications.
- A2.2.1.1.2. Apply content and style appropriate to environment, audience, and military needs.

A2.2.2. Sub-competency – Active Listening: Fosters the free flow of ideas in an atmosphere of open exchange. Actively attempts to understand others' points of view and clarifies information as needed. Solicits feedback to insure that others understand messages as they were intended.

A2.2.2.1. Learning Objectives.

A2.2.2.1.1. Apply proven listening skills to increase listening ability and enhance the communication process.

A2.2.2.1.2. Comprehend how to ensure the free flow of information and communication throughout an organization.

A2.3. Air Force Competency – Leading People (People/Teams)

A2.3.1. Sub-competency - Develops and Inspires Others: Helps and motivates others to improve their skills and enhance their performance through feedback, coaching, mentoring, and delegating. Empowers others and guides them in the direction of their goals and mission accomplishment. Inspires others to transcend their own self-interests and embrace personal sacrifice and risk for the good of the organization and the mission.

A2.3.1.1. Learning Objectives.

A2.3.1.1.1. Comprehend the Force Development construct as a guide for subordinate development.

A2.3.1.1.2. Comprehend that the Air Force's Institutional Competencies are common to all Airmen.

A2.3.1.1.3. Comprehend the guidelines for effective supervision and delegation.

A2.3.1.1.4. Comprehend successful leadership traits.

A2.3.1.1.5. Comprehend the importance of motivation, feedback, coaching, and mentoring.

A2.3.1.1.6. Apply situational leadership.

A2.3.1.1.7. Comprehend the officer and enlisted evaluation systems and the importance of the Officer and Enlisted Performance Reports.

A2.3.1.1.8. Know the Civilian Personnel System.

A2.3.1.1.9. Comprehend the Air Force Assignment System and the impact it has on their Air Force careers.

A2.3.2. Sub-competency – Takes Care of People: People first – attends to the physical, mental, and ethical well-being of fellow Airmen and their families. Creates an environment where Airmen take care of Airmen 24/7, 365 days a year, including your leaders, peers, and subordinates; integrates well-being into mission accomplishment. Establishes work-life balance through time management and setting clear expectations/priorities.

A2.3.2.1. Learning Objectives.

A2.3.2.1.1. Value the importance of taking care of Airmen as the Air Force's most valued resource.

A2.3.2.1.2. Value the importance of attending to the physical, mental, and ethical well-being of Airmen and their families.

A2.3.2.1.3. Value the importance of establishing a work-life balance through time management and setting clear expectations and priorities.

A2.3.2.1.4. Know the primary elements of the military justice system.

A2.3.2.1.5. Comprehend Air Force policies on sexual assault and sexual harassment and the negative impact of sexual assault and sexual harassment on the Air Force mission.

A2.3.2.1.6. Comprehend Air Force policies on substance abuse and the negative impact of substance abuse on the Air Force mission.

A2.3.2.1.7. Comprehend the supervisor's role in preventing suicides within the Air Force.

A2.3.3. Sub-competency – Diversity: Leverages the value of differences in perspectives, approaches, preferences, race, gender, background, religion, experience, generation, thought, and other factors. Leverages diversity for mission accomplishment and fosters a tolerant environment. Shows respect for others regardless of the situation; treats people in an equitable manner.

A2.3.3.1. Learning Objectives.

A2.3.3.1.1. Comprehend Air Force policies on prejudice and discrimination and their negative impact on the Air Force mission.

A2.3.3.1.2. Comprehend the Air Force policy on equal opportunity and treatment and an officer's responsibility to ensure all Airmen are treated equally and fairly.

A2.3.3.1.3. Comprehend the Air Force policy on free exercise of religion and the responsibility to ensure the policy is administered effectively.

A2.3.3.1.4. Value the importance of an organization free from fear, unlawful discrimination, sexual harassment/assault, intimidation, or unfair treatment.

A2.3.3.1.5. Value the importance of diversity and its role in enhancing unit effectiveness and mission accomplishment.

A2.3.3.1.6. Comprehend the role and importance of AF leaders in creating an organization and culture which values diversity.

A2.3.3.1.7. Comprehend the broad dimensions of diversity relevant to the AF mission.

A2.3.3.1.8. Comprehend the diversity of experiences contributed by each component of the Total Force.

A2.3.3.1.9. Apply strategies to effectively lead, manage, and work with a diverse organization.

A2.4. Air Force Competency – Fostering Collaborative Relationships (People/Teams)

A2.4.1. Sub-competency – Builds Teams and Coalitions: Builds effective teams for goal and mission accomplishment and improves team performance. Contributes to group identity while fostering cohesiveness, confidence, and cooperation. Sees and attends to the interests, goals, and values of other individuals and institutions. Develops networks and alliances that span organizational, service, department, agency, and national boundaries.

A2.4.1.1. Learning Objectives.

A2.4.1.1.1. Comprehend that mutual respect forms the basis for all Air Force education and training.

A2.4.1.1.2. Apply team-building techniques.

A2.4.1.1.3. Comprehend how to facilitate and encourage cooperation among team members.

A2.4.1.1.4. Apply appropriate interpersonal relationships to maximize mission accomplishment.

A2.4.1.1.5. Value the importance of networking to enhance organizational capabilities.

A2.4.1.1.6. Comprehend the principles of group dynamics.

A2.4.2. Sub-competency – Negotiating: Understands the underlying principles and concepts applied before, during, and after a negotiation. Attains desired mission outcomes while maintaining positive, long-term relationships with key individuals/groups. Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people; anticipates and addresses conflict constructively; and anticipates and prevents counter-productive confrontations. Persuades and influences others; builds consensus; gains cooperation; effectively collaborates.

A2.4.2.1. Learning Objectives.

A2.4.2.1.1. Comprehend the basic elements of the negotiation process to include promoting ideas, proposals, and positions.

A2.4.2.1.2. Apply appropriate conflict management practices.

A2.5. Air Force Competency – Employing Military Capabilities (Organizational)

A2.5.1. Sub-competency – Operational and Strategic Art: Understands and applies operational and strategic art in conventional and irregular warfare, peacekeeping, and homeland defense operations. Demonstrates expertise in integrating and leveraging doctrine, concepts, and capabilities within an effects-based approach to operations. Utilizes innovation and technology in the employment of lethal and non-lethal force.

A2.5.1.1. Learning Objectives.

A2.5.1.1.1. Know basic Air Force Doctrine.

A2.5.1.1.2. Know the basic concepts of military theory.

A2.5.1.1.3. Know the history and heritage of the US Air Force and the evolution of the functions, capabilities and doctrine of air, space, and cyberspace power.

A2.5.1.1.4. Know the full spectrum of military operations from contingency operations through full-scale warfare.

A2.5.1.1.5. Comprehend how the Principles of War contribute to modern warfare.

A2.5.1.1.6. Comprehend the nature of war and the actors, causes, and types of warfare.

A2.5.1.1.7. Know the process for formulating US military strategy to include: national objectives, grand strategy, military strategy, operational strategy, and battlefield strategy.

A2.5.1.1.8. Know the basic principles of the Law of Armed Conflict (LOAC).

A2.5.1.1.9. Know the fundamentals of information operations (Learning Area 2 Objective 3 CJCSI 1800.01C).

A2.5.2. Sub-competency – Unit, Air Force, Joint, and Coalition Capabilities: Considers and applies capabilities of the Air Force across air, space, and cyberspace. Understands how Air Force capabilities relate and complement other service capabilities. Understands interdependencies and interoperability across services, agencies, departments, and coalition partners.

A2.5.2.1. Learning Objectives.

A2.5.2.1.1. Know the Military Services' primary roles, missions, and organizations (Learning Area 1, Objective 5 CJCSI 1800.01C).

A2.5.2.1.2. Know the nature of US military power (Learning Area 2, Objective 1 CJCSI 1800.01C).

A2.5.2.1.3. Know the values in joint warfare (Learning Area 2, Objective 2 CJCSI 1800.01C).

A2.5.2.1.4. Know the primary missions and responsibilities of the combatant commands (Learning Area 1, Objective 4 CJCSI 1800.01C).

A2.5.2.1.5. Comprehend how all the branches of the US military (Air Force, Army, Navy, Marine Corps, and Coast Guard) work in unison to strengthen the nation's warfighting capabilities.

A2.5.2.1.6. Know the Air Force core competencies and distinctive capabilities.

A2.5.2.1.7. Know how the Air Force employs forces in air, space, and cyberspace.

A2.5.2.1.8. Know the significant contributions, accomplishments, and functions of the Total Force.

A2.5.2.1.9. Know the significant contributions and purpose of the enlisted force.

A2.5.2.1.10. Comprehend the key functions involved in the AEF Deployment Process.

A2.5.3. Sub-competency – Non-Adversarial Crisis Response: Recognizes the national security implications of peacekeeping operations, humanitarian relief operations and support to civil authorities, both foreign and domestic. Understands the need for engagement before and after warfighting/crisis response, the need for integrated involvement with interagency and multinational partners and the need for multipurpose capabilities that can be applied across the range of military operations.

A2.5.3.1. Learning Objectives.

A2.5.3.1.1. Comprehend crisis and contingency response operations.

A2.6. Air Force Competency – Enterprise Perspective (Organizational)

A2.6.1. Sub-competency – Enterprise Structure and Relationships: Understands the organizational structure and relationships between the Air Force, the Department of Defense, Joint Staff, and joint commands, the defense agencies, and other elements of the defense structure. Understands how one's function or unit fits into its parent organizations. Understands how one's parent organization relates to its external environment – supporting and supported organizations, the public, Congress, etc.

A2.6.1.1. Learning Objectives.

A2.6.1.1.1. Know the chain of command from the President and the Secretary of Defense to the individual Service headquarters and to the unified commands (Learning Area 1, Objective 3 CJCSI 1800.01C).

A2.6.1.1.2. Know the organizational structure of the Department of Defense, its functions and responsibilities.

A2.6.1.1.3. Know joint operations to include basic US defense structure, roles, and missions of the other services, the combatant command structure and the nature of American military power and joint warfare (Appendix B, Enclosure E CJCSI 1800.01C).

A2.6.1.1.4. Know the organization, role, and functions of the Joint Chiefs of Staff (Learning Area 1, Objective 2 CJCSI 1800.01B).

A2.6.1.1.5. Know the organization responsible for national security and how defense organizations fit into the overall structure (Learning Area 1, Objective 1 CJCSI 1800.01B).

A2.6.1.1.6. Know the mission, organizational structure, functions, and responsibilities of the Air Force major commands.

A2.6.1.1.7. Value and know Air Force, component, and sister service cultures.

A2.6.2. Sub-competency – Government Organization and Processes: Understands essential operating features and functions of the Air Force, DoD, the national security structure, other related executive branch functions, and Congress, to include: leadership and organization; roles of members/committees/staffs; authorization, appropriation, and budget processes; acquisition policy and procedures; interdependencies and relationships.

A2.6.2.1. Learning Objectives.

A2.6.2.1.1. Comprehend the role of the President, the Executive Branch, and Congress in the formulation of foreign policy.

A2.6.2.1.2. Comprehend the importance of civil-military relations as they pertain to civilian control of the military.

A2.6.2.1.3. Know the functions, responsibilities, and interrelationships of government actors/agencies involved in national defense.

A2.6.3. Sub-competency – Global, Regional, and Cultural Awareness: Conscious of regional and other factors influencing defense, domestic, and foreign policy. Seeks to understand foreign cultural, religious, political, organizational, and societal norms/customs. Develops linguistic skills.

A2.6.3.1. Learning Objectives.

A2.6.3.1.1. Know the evolution and impact of US foreign policy.

A2.6.3.1.2. Know how nations use political, economic, and military elements of national power to support their national interests.

A2.6.3.1.3. Know the impact of terrorism on US national security policy.

A2.6.3.1.4. Know the essential differences among world cultures, regional issues impacting the US, and US interests in different world regions.

A2.6.3.1.5. Know the location and characteristics of current world “hotspots” and their impact on US national security interests.

A2.6.4. Sub-competency – Strategic Communication: Informs and appropriately influences key audiences by synchronizing and integrating communication efforts to deliver truthful, timely, accurate, and credible information, analysis, and opinion. Formulates the institutional message, telling the Air Force story.

A2.6.4.1. Learning Objectives.

A2.6.4.1.1. Value and know the Air Force story and what the Air Force brings to the fight.

A2.6.4.1.2. Value and know the importance of synchronizing and integrating Air Force communication efforts.

A2.7. Air Force Competency – Managing Organizations and Resources (Organizational)

A2.7.1. Sub-competency – Resource Stewardship: Identifies, acquires, administers, and conserves financial, informational, technological, material, warfare, and human resources needed to accomplish the mission. Implements “best practice” management techniques throughout the organization.

A2.7.1.1. Learning Objectives.

A2.7.1.1.1. Comprehend management practices needed in order to identify, acquire, administer, and conserve Air Force resources.

A2.7.1.1.2. Comprehend the Inspector General System.

A2.7.1.1.3. Know the fundamentals of the Fraud, Waste, and Abuse Program.

A2.7.1.1.4. Know the fundamental characteristics of information assurance and computer security.

A2.7.2. Sub-competency – Change Management: Embraces, supports, and leads change. Understands the change management process, critical success factors, and common problems and costs. Perceives opportunities and risks before or as they emerge.

A2.7.2.1. Learning Objectives.

A2.7.2.1.1. Value the importance of proactively embracing, supporting, and leading change.

A2.7.2.1.2. Comprehend the ORM process.

A2.7.3. Sub-competency – Continuous improvement: Originates action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure impact. Supports ongoing commitment to improve processes, products, services, and people. Anticipates and meets the needs of both internal and external stakeholders.

A2.7.3.1. Learning Objectives.

A2.7.3.1.1. Value and comprehend Air Force continuous improvement processes.

A2.8. Air Force Competency – Strategic Thinking (Organizational)

A2.8.1. Sub-competency – Vision: Takes a long-term view and builds a shared vision that clearly defines and expresses a future state. Provides innovative and creative insights/solutions for guiding

and directing organizations to institutional needs. Formulates effective plans and strategies for consistently achieving goals and maximizing mission accomplishment. Anticipates potential threats, barriers, and opportunities; encourages risk taking.

A2.8.1.1. Learning Objectives.

A2.8.1.1.1. Value and comprehend the importance of vision in mission accomplishment.

A2.8.1.1.2. Apply appropriate ways to manage time effectively and set goals.

A2.8.2. Sub-competency – Decision-making: Identifies, evaluates, and assimilates data/information from multiple streams and differentiates information according to its utility; uses information to influence actions and decisions. Uses analytic methods in solving problems and developing alternatives. Makes sound, well-informed, and timely decisions despite conditions of ambiguity, risk, and uncertainty. Analyzes situations critically to anticipate second- and third-order effects of proposed policies or actions. Establishes metrics to evaluate results and adapts/implements feedback.

A2.8.2.1. Learning Objectives.

A2.8.2.1.1. Comprehend the importance of critical thinking in the problem solving process.

A2.8.2.1.2. Apply systematic problem-solving processes and sound judgment to frame and resolve problems.

A2.8.2.1.3. Apply knowledge and expertise in a disciplined manner when making decisions.

A2.8.2.1.4. Comprehend the development and use of metrics as tools for assessing results.

A2.8.3. Sub-competency – Adaptability: Maintains effectiveness when experiencing major changes in work tasks or environment. Adjusts to change within new work structures, processes, requirements, and cultures. Responds quickly and proactively to ambiguous and emerging conditions, opportunities, and risks.

A2.8.3.1. Learning Objectives

A2.8.3.1.1. Comprehend the importance of managing change and maintaining continuity for self and others when mission requirements, work tasks, or processes change.

A2.8.3.1.2. Respond to unexpected or ambiguous situations.